

IMPACT OF EMOTIONAL INTELLIGENCE ON EFFECTIVE LEADERSHIP

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Abstract

Emotional Intelligence plays a major role in people management in the organisation. In most of the situations, managing a team, creating a conducive work environment, getting the best out of any individual are the key areas in Emotional intelligence. The purpose of this study is to examine the impact of EI towards leadership effectiveness of IT professionals in the organisation. 356 samples based on random sampling technique have been adopted for the study. The researchers had used structured questionnaire to collect the data from IT professionals in Chennai. The result of the study shows that there is a significant relationship and impact of Emotional Intelligence with respect to self-awareness, managing emotions, empathy and social skill on Leadership Effectiveness.

Keywords: Leadership, Emotional Intelligence, leadership effectiveness

Introduction

Leaders in the IT industry like any other leaders, lead the subordinates to the common goals/targets of the organisation. They in addition have the technical skills to resolve a technical difficulty that is required to motivate, coach and steer the employees using charisma as against directive style. It is so because unlike any other industry, the IT industry is knowledge based and efficient use of a skilled labour force is the forte of the industry. The traits of smartness, verbal ability, aggressiveness, consistent and hard work are the key traits, subordinate seek in effective Leader (Robbins, Judge and Vohra, 2012). Golman finds that truly effective leaders are distinguished by a high degree of emotional Intelligence (1998). Further, Leaders those who have idealised influence inspirational motivation and individualised consideration were assumed to be more effective in the work place.

The most widely accepted model of Emotional intelligence (EI) has been influenced by several scientists and researchers. Emotional intelligence is considered as a crucial construct, discusses on social science discipline with regard to managerial effectiveness of an individual (Fur horn and Jolly, 2000; Moon, 2010, Rahman Uddin, and Rahman, 2016). Sternberg's (2003) theory of multiple intelligences suggests that interpersonal and intrapersonal intelligence are unique, and different from the mathematical and logical type recognized today as 'IQ', or general intelligence. Goleman (1998) reformulated EI in terms of a theory of organisational and job performance. According to Goleman (2000), 'a leader's singular job is to get results'. But even with all the leadership training programs and 'expert' advice available, effective leadership still eludes many people and organisations. He also confirms that such experts offer advice based on inference, experience and instinct, not on quantitative data.

Emotional intelligence is very likely to add to the leadership qualities charisma / inspirational and individual consideration. It also enhances intellectual stimulation, management by exception and contingent reward. Based on this purely secondary research one can conclude that emotional intelligence will make leaders more effective and successful. This conclusion is supported by different findings from primary research and found emotional intelligence important for leadership, motivation, communication, decision making, interpersonal relations, and change management at 99% level of confidence (Trehan, Shrivastav 2012). It is analysed on various studies with the statement that the ability to perceive emotion is a factor associated with effective leadership (Cartwright, Pappas 2008). The relationship between emotional intelligence and transformational leadership with personality and cognitive abilities are identified as control variables (Clarke 2010).

Focusing on individual followers, leaders should be supportive, considerate, empathetic, caring, and giving personalized attention. These requirements may be easier for an individual who is high on emotional intelligence and is able to accurately perceive and understand others' emotions, while managing his/her own emotions (Bin Sayeed, Shanker 2009). Since the relationship between emotional intelligence and leadership is identified, the present research analyses on the impacts of emotional intelligent on leadership effectiveness among professionals.

Literature Review

Mayer and Salovey (1997) framework most likely to produce a construct of emotional intelligence as it addresses emotion and intelligence criteria (Jordan, 2000). The Mayer-Salovey states that there are four branches of skills that are related to emotional intelligence. The first two branches, Perception and Facilitation are termed as "Experiential Emotional Intelligence" because they relate most closely to feelings. They involve first the capacity to perceive emotions in others accurately and second the ability to use emotions to enhance how they think. The third and fourth areas of Emotional

Intelligence skills are termed as “Strategic Emotional Intelligence” because they pertain to calculating and planning with information about emotions. The third area as Understanding emotions, involves knowing how emotions change in and of themselves, as well as how they will change people and their behaviours overtime. The fourth area as Emotional management focuses on how to integrate logic and emotion for effective decision-making. These four skill areas are related to one another but they are functionally distinct as well.

Leadership is about influencing, motivating and directing people as needed Paul Hersey (1984, 1997 and 2008). Effective leaders tend to be expert in term of how they respond to work load, discipline, handle stress, communicate the goals of organizations by bringing innovation polishing the performance of their subordinates. Emotional intelligence provoke the leaders to empathically address their followers, thus building high-quality leader–follower relations and strengthening followers’ identification with and trust in the leader (Kellet, Humphrey, & Sleeth, 2006; Wolff, Pescosolido, & Druskat, 2002). Alon and Higgins (2005) propose that emotional intelligence as well as cognitive intelligence and leadership skills is invariably influenced by culture. Leadership has been recognised as a critical component in the effective management of employees (Liet, Lepak, Takeuchi, and Sims, 2003) Leadership has also been known as one of the biggest elements which contribute to employee perception in the workplace and workforce engagement (Wang and Walumbua, 2007; Mancey and Schneider, 2008). Some research found out that employees who possessed a high level of EI helped to positively impact performance (Golman 1996, Sala & mount, 2006; Baron, 2010).

Problem Statement

The IT sector is very important as it is the major contributor of Indian economy in services industry. Despite the world global financial crisis and along with the bad economic conditions of the country this sector had produced stable results. Therefore, this sector needs professional leaders who can achieve maximum goals of both employees and organizations. The relationship between Emotional Intelligence and leadership has attracted considerable attention. Previous researches focused on specific human resource behaviours. The present study has been conducted to investigate the impact of Emotional Intelligence on leadership effectiveness in particular IT sector in Chennai. This study, therefore, will help to fill this gap and effort to improve the understanding of the role of leadership.

Objectives of The Study

Based on the literature reviews, the following objectives is framed,

1. To know the demographic profile of the professionals in the IT sector
2. To examine the impact of Emotional Intelligence towards leadership effectiveness among IT professionals

Methodology

In this study, the relationship between emotional intelligence and leadership effectiveness are identified. The researcher has analysed based on descriptive research. The primary data are collected from the respondents. The Sub-scales and items that ascertain Emotional Intelligence and leadership effectiveness are substantiated following an extensive literature search. The respondents are requested to show their degree of agreement with each statement on a five-point Likert scale ranging from “1-Strongly Disagree” to “5-Strongly Agree”. The geographical region of this research is done with the employees of IT companies in Chennai city. Out of 372 questionnaires distributed, 356 samples were found valid for further analysis. Based on the objectives and literature reviews, the following hypothesis is framed,

H₀: There is no significant relationship between EI and leadership effectiveness

Analysis and Discussion

Table 6.1 Demographic Profile of the Respondents

Criteria	No of Resp	%	Criteria	No of Resp	%
Gender			Education		
Male	246	69	Diploma/UG	65	18
Female	110	31	Engineering	112	31
Age			PG/Professional	146	41
25-35	56	16	Others	33	10
36-45	125	35	Annual Income (pa)		
46-55	112	31	Less than 5,00,00	78	22
Above 56	63	18	5,00,001-8,00,000	108	30
Marital Status			8,00,001-12,00,000	130	37
Married	260	73	Above 12,00,001	40	11
Unmarried	96	27			

From the above table 6.1, it depicts that more than 69% of the respondents are male. 35% of them are in the age group of 36-45 years. Atmost 73% of the respondents are married and 41% of the respondents have PG/Professional education. 37% of the respondents earn in between 8-12 lakh per annum.

The reliability of emotional Intelligence scales was 0.785, and Leadership effectiveness was 0.832 analyzed using Cronbach alpha, which indicates a high level of internal consistency was highly satisfactory for further analysis. The statistical tests were carried out by the way regression, to know the impact of emotional intelligence and effective leadership.

H_0 : There is no significant impact and relationship between EI and managerial Effectiveness

Table 6.2 Model Summary of Emotional Intelligence and Managerial Effectiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.483	.476	6.39377

a. Predictors: (Constant), Self-awareness, Managing emotions, Motivating Oneself, Empathy, Social Skill

The above table shows the regression value, which indicates the degree of relationship and influence among the independent and dependent variable. The R value shows the relationship which shows 69% relationship between emotional intelligence and leadership effectiveness The R² indicates the influence of emotional intelligence on leadership effectiveness. From the above table it is inferred that leadership effectiveness can be explained by the independent variable emotional intelligence with 48%.

Table 6.3 Anova Showing Impact of Emotional Intelligence on Leadership Effectiveness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15675.426	5	3135.085	76.689	.000 ^b
	Residual	16801.802	411	40.880		
	Total	32477.228	416			

a. Dependent Variable: Leadership Effectiveness
b. Predictors: (Constant), Self-awareness, Managing emotions, Motivating Oneself, Empathy, Social Skill

The above table indicates that the regression model predicts the dependent variable significantly well. "Sig." Column indicates the statistical significance of the regression model $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

Table 6.4 Coefficient showing the relationship of Emotional intelligence on Leadership effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.046	1.631		4.933	.000
	Self-awareness	.973	.151	.414	6.446	.000
	Managing emotions	.471	.151	.228	3.129	.002
	Motivating Oneself	.099	.160	.039	.618	.537
	Empathy	.213	.110	.137	1.930	.004
	Social skill	-.744	.179	-.169	-4.164	.000

Dependent Variable: Leadership effectiveness

The above table shows the coefficient values and the significant t statistics. Hence the formula, Leadership effectiveness = $8.046 + 0.973(\text{Self-awareness}) + 0.471(\text{Managing emotions}) + 0.213(\text{Empathy}) - 0.744(\text{Social Skill})$. It infers that Self-awareness, Managing emotions, Empathy, Social Skill are significantly influencing the leadership effectiveness. But whereas, Motivating oneself is not significantly influencing the leadership effectiveness.



Conclusion

Emotional intelligence influence leaders more effectively. Leaders usually create emotional response among the followers, communicate and inculcate commitment towards common goal and vision of the organisation. The present study identifies the importance of Emotional intelligence and the relationship on Leadership effectiveness. Based on the analyses, the major factors such as self-awareness, managing emotions, empathy and social skill influence leadership effectiveness. Motivating oneself factor does not significantly influence leadership effectiveness.

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